

THE EFFECT OF DISCIPLINE, LEADERSHIP, AND MOTIVATION ON EMPLOYEE PERFORMANCE AT BPJS KETENAGAKERJAAN SULUT

PENGARUH DISIPLIN, GAYA KEPEMIMPINAN, DAN MOTIVASI TERHADAP KINERJA KARYAWAN PADA BPJS KETENAGAKERJAAN SULUT

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Abstract: Discipline is one of the main factors that could affect the employee performance, because the absence of discipline then all activities to be carried out will bring unsatisfactory results and not in line with expectations. Leadership and motivation is also important to improving the performance of employee. The research aims to examine and analyze the influence of discipline, leadership, and motivation on employee of BPJS Ketenagakerjaan SULUT. Data collected through distribution of questionnaires to BPJS Ketenagakerjaan's 45 employees. Classic assumption test and multiple linear regression analysis, to verify and to prove the research hypothesis. Analysis result demonstrates that discipline, leadership, and motivation simultaneously affect towards employee performance, discipline and leadership partially affects employee performance, while motivation partially doesn't affect employee performance. The company is expected to pay attention to what the needs and wishes of the employees in terms of supporting the achievement of good performance.

Keywords: discipline, leadership, motivation, employee performance

Abstrak: Disiplin merupakan salah satu faktor yang dapat mempengaruhi kinerja karyawan, karena tanpa adanya disiplin maka segala kegiatan yang akan dilakukan akan mendatangkan hasil yang kurang memuaskan dan tidak sesuai dengan harapan. Kepemimpinan dan motivasi juga tidak kalah penting dalam meningkatkan kinerja karyawan. Penelitian ini bertujuan untuk menguji dan menganalisis pengaruh disiplin, gaya kepemimpinan dan motivasi terhadap kinerja karyawan BPJS Ketenagakerjaan SULUT. Pengumpulan data dilakukan melalui penyebaran kuesioner pada 45 karyawan BPJS Ketenagakerjaan SULUT. Uji asumsi klasik dan analisis regresi liner berganda, untuk menguji dan membuktikan hipotesis penelitian. Hasil analisis menunjukkan bahwa disiplin, gaya kepemimpinan dan motivasi secara simultan berpengaruh signifikan terhadap kinerja karyawan, disiplin dan kepemimpinan secara parsial berpengaruh signifikan terhadap kinerja karyawan, sementara motivasi secara parsial tidak berpengaruh signifikan terhadap kinerja karyawan. Perusahaan sebaiknya lebih memperhatikan apa yang menjadi kebutuhan dan keinginan para karyawan dalam hal menunjang hasil kinerja yang baik.

Kata kunci: disiplin, gaya kepemimpinan, motivasi, kinerja karyawan

INTRODUCTION

Research Background

Human resource management is a very important aspect to support the sustainability of a company. In the setting of an organization or company, a human resource management needs to be directed at a model that can draw the full potential of the human resources for the organization or in other words the management of human resources should be directed towards exploring the potential of human resources capable to be able to contribute positive for the company or organization.

Human resources has a very important position given the organization's performance is influenced by the quality of its human resources. Besides the natural resources of high-quality useful in motion adjustment effort on climate change so quickly. If a company already has a strategy and objectives, the next step is to plan what human resources that need to achieve that goal. Performance is an outcome that you want to accomplish by every organization, both public and private organizations. Good organization is the organization that has been able to create a good performance. To achieve performance opportunities and challenges of an increasingly competitive business environment in the achievement of corporate objectives, the management of human resources should be directed to become thinkers and running of the company as well as being determinant for implementing sustainable business continuity.

Success or failure of an employee in the work will be known if the company or organization concerned implement performance appraisal system. Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with the authority and responsibility of each in an effort to achieve the goals of the organization in question legally, do not violate the law and in accordance with the moral and ethics. So performance is important for the company or organization as well as from the employees themselves. Employee performance is influenced by several factors related both to the workers. Successful leaders not only can carry out the work quickly but also able to carry out all the tasks there well. The relationship between employees with leadership are factors that also affect employee performance in an attempt to obtain. Poor relationship between leaders and employees can lead to its own fault for employees. In addition to labor discipline and leadership, motivation is also important in improving employee performance. Motivation can be a driver of a person carrying out an activity in order to get the best results. Therefore do not be surprised if the employees who have high work motivation usually has a peak performance.

BPJS Ketenagakerjaan (Badan Penyelenggara Jaminan Sosial Ketenagakerjaan) is a public program that provides protection for the workforce to cope with the risk of certain socio economic and its implementation mechanisms of social insurance. As state institutions engaged in social insurance BPJS Ketenagakerjaan formerly PT Jamsostek (Persero) is implementing the social security legislation of labor. To improve employee performance on BPJS Ketenagakerjaan SULUT should consider work discipline, leadership and motivation. Referring to the above description, the authors raised the title of the study "The Effect of Discipline, Leadership and Motivation on Employee Performance (Case Study of BPJS Ketenagakerjaan SULUT)".

Research Objectives

This research aims are to determine the effect of :

1. Discipline, leadership and motivation influence simultaneous on employee performance in BPJS Ketenagakerjaan SULUT.
2. Discipline on employee performance in BPJS Ketenagakerjaan SULUT.
3. Leadership on employee performance in BPJS Ketenagakerjaan SULUT.
4. Motivation on employee performance in BPJS Ketenagakerjaan SULUT.

THEORITICAL REVIEW

Human Resource Management

In this increasing competitive world where satisfaction of workers needs is the center of attention for both private and public organizations, there is need to employ the most appropriate strategies and techniques in order to achieve organizational objectives and goal hence human resource management has become a popular management paradigm. According to Storey (2001:5). Human resource management has two versions; a hard one stressing the idea of 'resource' as something to be placed under tight strategic control and the economic position of theory X while the soft model is based on control through commitment as prescribed by theory Y. The soft version stresses the term 'human' as something to be nurtured by winning its commitment, because doing so ensures its increased contribution to the organizations objective and resultant goal (Truss, 1997). The human resource management paradigm, specifically the soft model is of valuable importance to this study due to its centrality in nurturing the human resources in order to win their commitment for good performance and resultantly attain the organizational objectives and the overall goal.

Discipline Theories

Discipline is the capital required to reach the desired goal. So the very existence of the discipline of work required in a company, because in an atmosphere of discipline an organization or agency will be able to implement its programs achieve established goals. Chien (2004) argued that learning activities factors provide an understanding of the discipline in an orderly situation in which people who is members of an organization complies with the rules that have been given voluntarily. Furthermore, he also defined discipline as the process of directing or controlling the desire of driven interests in order to achieve the goals that leads to a better action. Cole (2008) found that employee attributions play a significant role in determining employees' perceptions of fairness in the discipline context. In a practical sense, the study contributes to a strategy, whereas training might be useful to increase the awareness of employees to work discipline and helps managers in creating a positive work atmosphere. It can be concluded that discipline is a key issue in the operation of an organization as it assists the organization to accomplish specific targeted goals.

Leadership Theories

Organizations have been with humanity more that two centuries but despite the perceived influence of leadership on organizational performance, empirical research into leadership only commenced in the 1900s. Since the generation of interest in the concept, the body of knowledge has been growing fast with some over 350 definitions on the subject matter (Hamidifar, 2009). According Bass & Avolio (2002) indicated that relationship between transactional leaders and the employees' can be reflected from three aspects. These are: (1) leaders understands employees' desire and communicate with them to explicate what types of reward will be bestowed upon in the quest of expected performance; (2) leader exchanges the efforts and accomplishment of the employees' with rewards; and, (3) leaders responsiveness to the employees self-interest on the condition that it is consistent to ones accomplishment. It can be concluded that a good leader understands the importance of employees in achieving the goals of the organization, and that motivating these employees is of paramount importance in achieving these goals.

Motivation Theories

A motivated and qualified workforce is crucial to increase productivity and the quality of the organizational services in order to achieve organizational objectives. The challenge and dilemma for many managers is how to create this type of motivation (Dieleman and Toonen, 2006). While there are many theories surrounding the notion of motivation, two distinct areas of motivation are usually mixed. That is the emphasis placed on motivation to be rooted in a job and motivation to perform. Daft (2000:11) motivation can be defined as the power that comes from within or from outside the person and evokes passion and perseverance to achieve something to be desired. It can

be concluded that worker motivation and productivity as a part of the duty of a manager is to channel motivation collar achievement of organizational goals.

Performance Theories

An organization requires human resource support as key to achieving the goals set. Qualified human resources will help advance the organization as a container increase labor productivity. Strategic position to improve the productivity of the organization is the employees, the individuals who work in an organization or company. Performance is “the measurement of result” said Robbins (1984:99) in the working performance, to reward people in company requires some agreed upon criterion for defining their performance. According to Keijzers (2010) job performance also has its implications the measurement of job performance is mostly not objective. A high quality of work life is one of that offers the individual such thing as adequate and fair pay for a job well done, safe and healthy working life condition. It can be concluded that employees as individuals and members of a group, in improving organizational effectiveness in the accomplishment of agency mission and goals, an example of these approaches are planning work and setting expectations, continually monitoring performance, developing the capacity to perform, periodically rating performance and rewarding good performance.

Previous Researchers

Setyaningdyah, et.al. (2013) in their article *The Effects of Human Resource Competence, Organizational Commitment and Transactional Leadership on Work Discipline, Job Satisfaction and Employee Performance*. Dauda Abdulsalam & Mohammed Abubakar Mawoli (2012) in their article *Motivation and Job Performance of Academic Staff of State Universities in Nigeria: The Case of Ibrahim Badamasi Babangida*. Abdulahi Ali, et.al. (2013) in their article *The Effect of Leadership Behaviours on Staff Performance in Somalia*.

Conceptual Framework

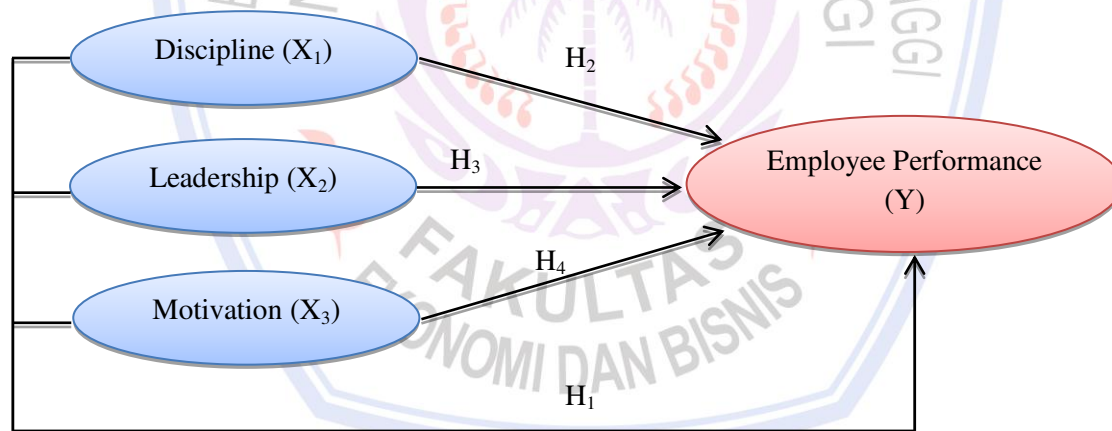


Figure 1. Conceptual Framework

Source: processed data, 2015

Research Hypothesis

The formulation of the problem and the conceptual framework described above framework, the hypothesis is formulated as follows:

- H₁: Discipline, leadership and motivation influences on employee performance in BPJS Ketenagakerjaan SULUT simultaneously.
- H₂: Discipline influences on employee performance in BPJS Ketenagakerjaan SULUT partially.
- H₃: Leadership influences on employee performance in BPJS Ketenagakerjaan SULUT partially.
- H₄: Motivation influences on employee performance in in BPJS Ketenagakerjaan SULUT partially.

RESEARCH METHOD

Type of Research

The type of this research is categorized as associative research. This study is aimed to analyze the effect of discipline, leadership and motivation on employee performance.

Place and Time of Research

Research object was at employee BPJS Ketenagakerjaan SULUT. The research was conducted in Manado between January – May 2015.

Population and Sample

Population is a generalization region consisting of the object-subject has certain characteristics and the quantity applied by researchers to be learned and then drawn conclusions. The population in this study was the employees of the BPJS Ketenagakerjaan SULUT which amounts to 80 people. Sample is part of the population studied. The sample is representative of most of the population studied. The numbers of samples in this study were 45 respondents. The sampling method used is purposive non probability sampling. The decision is sample encountered before the survey was conducted prospective respondents were given an explanation of the research indicators in the form of statements that respondents results obtained from the sample will be representative of the properties of the population.

Data Collection Method

1. Primary data refer to information obtained first-hand by the researcher on the variables of interest for the specific purpose of the study. Individual provide information when interviewed, administered questionnaires, or observed. Group depth interviews, or focus groups, are the other rich source of primary data.
2. Secondary data refer to the data gathered for some other purpose than the immediate study. Sometimes it is called desk research while the primary data are called field research.

Data Analysis Method

Validity and Reliability Test

The reliability of a measure is established by testing for both consistency and stability. Consistency indicates how well the items measuring a concept hang together as a set, Cronbach's alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another. Since reliable scales are not necessarily valid, researchers also need to be concerned about validity. It assesses whether a scale measures what is supposed to be measured. Thus validity is a measure of accuracy in measurement (Hair et, al 2010:10).

Test Classical Assumption

Multicollinearity

Multicollinearity test is to test whether the regression model found a correlation between the independent variables. In a good regression model, there should not correlation between the independent variables. Multicollinearity test is done by looking at the value of tolerance and the inflation factor.

Heteroscedasticity

Heteroscedasticity implies that the variances (i.e. - the dispersion around the expected mean of zero) of the residuals are not constant, but that they are different for different observations. This causes a problem: if the variances are unequal, then the relative reliability of each observation (used in the regression analysis) is unequal.

Normality

Normality test aims to test the regression model whether the dependent variable with several independent variables has a normal distribution or not. Normality test is a method for testing whether a specified probability distribution resulted in a given data sample from a population.

Multiple Linear Regression Analysis Models

In connection with the problems analyzed in this study consists of three independent variables and one dependent variable, the analysis tool used is multiple regression analysis. This method is used to determine how much influence discipline (X_1), leadership (X_2), motivation (X_3), employee performance (Y), either simultaneously or partially. The formula for multiple regression analysis method is as follows:

$$Y = b_0 + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Where

Y = Employee Performance

X_1 = Discipline

X_2 = Leadership

X_3 = Motivation

b_0 = Intercept which describes the average effect of all the variables included in the model to the brand loyalty variable (Y)

b_{1-3} = Regression coefficient

e = error term

RESULT AND DISCUSSION

Validity and Reliability Test

Result is visible that significant value for each statement is $< \alpha$ which is 0.05. Hence it can be concluded that every statement is valid. Cronbach alpha value for every statement $> 0,6$ for the conclusion shows that every statement is reliable.

Classical Test Assumptions

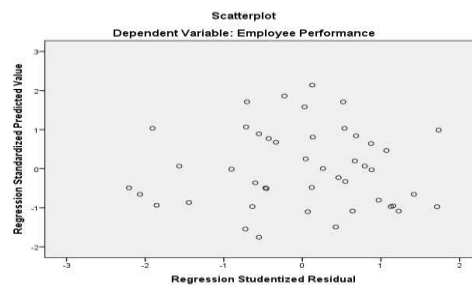
Multicollinearity Test

Table 1. Multicollinearity Test

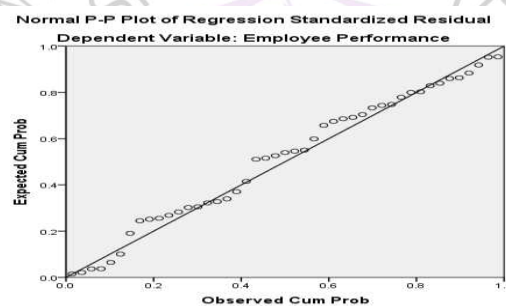
Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Discipline	.933	1.072
Leadership	.922	1.085
Motivation	.892	1.121

Source : SPSS output data processed, 2015

Result of collinearity statistics, it is visible on output coefficient model, that multicollinearity Y doesn't happen if value $VIF < 10$. The calculation results in VIF value for discipline (X_1), leadership (X_2), and motivation (X_3) are 10. So it can be concluded that no multicollinearity happens in the regression model.

Heteroscedasticity Test**Figure 2. Heterosdascity Result***Source : SPSS output data processed, 2015*

Picture above is scatterplot graphic designated to heterocesdastisity examination that shows dots that spread randomly without exact formed patterns as well as the spread of the dots is under and upper number 0 at Y axis. It identifies that heterocesdastisity doesn't happen on regression model so that the model is applicable to predict employee performance variable (Y).

Normality Test**Figure 3. Heterosdascity Result***Source : SPSS output data processed, 2015*

Picture above depicts that normal graphic P-P of regression standardized residual the proliferation of data around diagonal line. The proliferation follows the direction of its diagonal graphic. Hence regression method used in this research measures up for normality assumption.

Multiple Regression Analysis Method

The calculation results by using SPSS, it is visible from the table below on the part “Coefficient”, the resulting regression model is:

Table 2. Multiple Regressions

Model	Unstandardized Coefficients	
	B	Std. Error
1 (Constant)	3.694	4.160
Discipline	.251	.136
Leadership	.648	.150
Motivation	.224	.173

Source : SPSS output data processed, 2015

From the table above, we get the equation for multiple linear regression:

$$\text{Regression Model: } Y = 3.694 + 0.251 X_1 + 0.648 X_2 + 0.224 X_3 + e$$

Shows that independent variable discipline (X_1), leadership (X_2), and motivation (X_3) in the regression model can be described if one independent variable change into 1 (one) and the others are constant, then the change of dependent variable Y (employee performance), are as large as coefficient value (b) of the independent variable. Constanta (α) 3,694 gives us an understanding that if discipline (X_1), leadership (X_2), and motivation (X_3) do not undergo any change all at once or are equal to 0, then the Employee Performance (Y) is 3,694 each.

If value b_1 which is correlation coefficient of discipline (X_1) 0,251 means to have positive impact on dependent variable (Y) or in other words, if discipline variable (X_1) increases 1 point, then employee performance (Y) will likewise increase up to 0,251 with the assumption that the other variables are constant. If value b_2 which is the correlation of leadership (X_2) 0,648 which means to have positive impact on dependent variable (Y) means that if the variables leadership (X_2) increase 1 point, then employee performance (Y) will also increase up to 0.648 with the assumption that the other variables are constant. If value b_3 which is the coefficient correlation of motivation (X_3) 0.224 which means to have positive impact on the dependent variable (Y) indicating that if variable motivation (X_3) increases one point, then employee performance will increase by 0.224 in the assumption that the other variables are constant. Hence it is obvious that ever time a change in discipline Factor (X_1), leadership (X_2), and motivation (X_3) happen, they can impact the employee performance (Y).

Coefficient Determination (r^2)

Table 3. r^2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.668 ^a	.446	.405	1.75236

Source : SPSS output data processed, 2015

The calculation by using SPSS 20 Program, it is visible that value (R) we get is 0.668 which means to have strong enough relationship. Adj R Square Value is 0.405 or 40.5%. It means the effects of all independent variables: discipline (X_1), leadership (X_2) and motivation (X_3) toward independent variable employee performance is 40.5% and the rest 59.55 is affected by other variables.

Hypothesis Testing

Hypothetical Formula which is examined with the significance stage used in this research is 5% or $\alpha = 0.05$. Therefore, the result of this research is:

Simultaneously (F-test)

On the table below it is visible that F Examination to examine all the independent variables effect discipline (X_1), leadership (X_2) and motivation (X_3) that will affect variable employee performance (Y).

Table 4. F-test result

F	Sig.
10.986	.000 ^b

Source : SPSS output data processed, 2015

The analysis regression result using SPSS 20.0 results in $0.000 < 0.05$. Therefore it can be concluded that H_0 is rejected or H_a is accepted. It indicates discipline (X_1), leadership (X_2), and motivation (X_3) all at once affect significantly towards employee performance (Y).

Partially (T-test)

Table 5. T-test result

	Model	T	Sig.
1	(Constant)	.888	.380
	Discipline	1.843	.007
	Leadership	4.317	.000
	Motivation	1.296	.020

Source : SPSS output data processed, 2015

T-test is used for the significance of the impact of independent variables towards dependent variables in respective resulting. Thus T-test T is used for examining each independent variable towards dependent variables. From the result of T-test above it is visible that discipline (X_1) is significant p-value = $0.007 < 0.05$. Therefore, it can be concluded that H_a and H_0 result is not accepted or in other words discipline (X_1) significantly affect the employee. From the result of T-test above it is visible that leadership (X_2) is significant p-value = $0.000 < 0.05$. Therefore, it can be concluded that H_a is accepted and H_0 not accepted. In other words, leadership (X_2) significantly affect the employee performance (Y). From the result of T- test above it is visible that motivation (X_3) is significant p-value = $0.020 < 0.05$. Therefore, it can be concluded H_a is accepted and H_0 not accepted. In other words motivation (X_2) significantly affect the employee performance (Y).

Discussion

Discipline is an asset needed in achieving everything. Thus the existence of discipline is extremely needed in a company because in discipline situation, a company will be able to meet its work programs or achieving the definite target. Work discipline is a tool used by manager to communicate with employee in order for them to change their habits as well as to be an effort to increase consciousness and someone's availability to comply with all rules and social norms applied in the company. From the result of T-test above it is visible that discipline (X_1) is significant p-value = $0.007 < 0.05$. Therefore, it can be concluded that H_a and H_0 result is not accepted or in other words discipline (X_1) significantly affect the employee of BPJS Ketenagakerjaan SULUT. These result are supported by Daft (2000) discipline is a form of obedience to rules, either written or unwritten that have been set . Labor discipline on basically always expected to be a feature of any human resources in the organization , because the organization will run discipline well and could reach its goal well.

A good leadership mirrors how big someone's responsibility towards his/her job desks given to him to motivate others. It urges job spirit and achievable goals for company and employees. Thus, leadership is an important part in human resources management to increase employee performance. It is hard for a company to achieve its goals, if its employees do not comply with the rules of the company. A company's discipline is called good if most of its employees comply with all the existing rules. A leadership style determines discipline so that employee performance could be increased. From the result of T-test above it is visible that leadership (X_2) is significant p-value = $0.000 < 0.05$. Therefore, it can be concluded that H_a is accepted and H_0 not accepted. In other words, leadership (X_2) significantly affects the employee performance (Y) of BPJS Ketenagakerjaan SULUT. Thus, if the leadership of the employee is high in directing and leading the company's performance employee will be responsible in carrying out their duties. These results are supported by Bass (1985) that stating style of leadership is behavior and strategy as the result of a combination of philosophy, skills , characteristics and attitudes that often

applied a leader because he is trying to influence the performance of subordinates. Motivation is a strength that appears from outside or inside someone that boost up spirit and persistence to achieve something we want. Employee's motivation will affect their productivity. It is manager's duty to vent motivation to all employees bellow him so that targets can be more achievable. In a company, the purpose in motivating others is to increase employee performance. From the result of T-test above it is visible that motivation (X_3) is significant $p\text{-value} = 0,020 < 0,05$. Therefore, it can be concluded H_a is accepted and H_0 not accepted. In other words motivation (X_2) significantly affects the employee performance (Y) of BPJS Ketenagakerjaan SULUT. These results are supported by Herzberg (1987) that motivation is a series of attitudes and values that influence individuals to achieve things in accordance with the specific individual goals. Attitudes and values is something that gives strength to be invisible and encourage the individual to behave in achieving goals.

CONCLUSION AND RECOMMENDATION

Conclusion

The conclusion of this research concluded as follows:

1. Discipline, Leadership, and Motivation simultaneously affect towards Employee Performance in Human Resources Management of BPJS Ketenagakerjaan SULUT.
2. Discipline affects significantly towards employee performance in human resources management of BPJS Ketenagakerjaan SULUT. The more disciplined someone, the more significant his job will be.
3. Leadership significantly affect employee performance in human resources management of BPJS Ketenagakerjaan SULUT. Leadership style of a leader affects the fluctuation of employee performance. The result proves that a leader who has good leadership style will be able to increase employee performance.
4. Motivation affects significantly on employee performance in human resources management of BPJS Ketenagakerjaan SULUT. This result equals to the theory that the more motivated a person is, the higher his work performance will be. For this reason, it would be better for management to increase motivation which comes from within or outside of every employee.

Recommendation

The company is expected to pay attention to what the needs and wishes of the employees in terms of supporting the achievement of good performance. For example, leaders who pay attention to the difficulties subordinates and provide solutions to the problems encountered; always provide motivation periodically or continuously as giving spirit and unyielding in carrying out the work; informs existing rules continuously so that the problems associated with the discipline of work can be avoided; the company must make improvements to the existing competence in order to be better in line with the development of the modern era and culture organization that refers to high values and culture, and create a harmonious working atmosphere. All it aims to increase performance better than ever.

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